

Initiative #39—Expand the Competitive Development Group Program & Design a Life Cycle Approach

Lead – Mr. Ancel Hodges

Change Agent – COL William
Stevenson

Assist – Ms. Chandra Evans-Mitchell

Note Taker: Mr. Mitchell Colston

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Agenda

Welcome - Introductions

Admin Remarks - Lunch will be a buffet provided in the Regency Ballroom.

Roles and Responsibilities - Note takers, assists, facilitators, and CLT representatives.

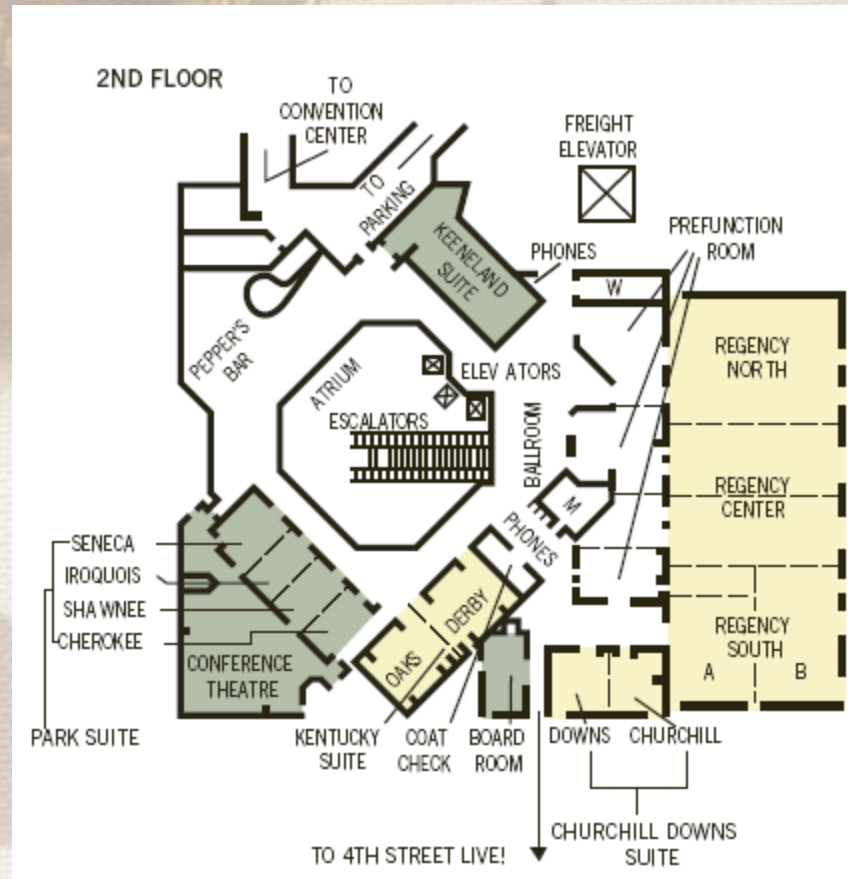
Rules of Engagement - Consensus is the name of the game.

Review of the initiative - Campaign Plan, background/history, concept and action plans, progress to date, suggested topics, open discussion, summary of group input, and hand-off to Change Leadership Team representative.

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Restrooms



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Why are the workshops important?

The workshops are a mechanism for feedback on Transformation, and is an opportunity for impact on the directions of the project.

What is our challenge?

To produce output. We will be using quad charts later to help us capture group issues, recommendations, strategy/resource plan, and a timeline/deliverables.

Where will our information go from here?

Our output is given to the Community Change Leadership Team (CLT), who will consolidate and provide to the MILDEP with recommendations to continue on planned or recommended azimuth adjustments.

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Roles and Responsibilities



Note takers: Are to capture the notes of the workshop, and, especially, ideas, questions, and answers. There will be writing boards with notes that at the end of the workshop the note taker can write out in the order in which the workshop puts them in.

Assists: Are to assist the initiative/workshop leads both at the conference and outside the conference. The assist is the official back-up to the lead.

Facilitators: Are the initiative/workshop leads who are responsible for facilitating the community workshop at the Senior Leader's Conference.

Change Leadership Team workshop representatives: to attend the workshop at the conference as the representative from his/her team. They are to provide comments as needed, and assist the facilitating if needed.

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Rules of Engagement



All voices will be heard. Everyone is encouraged and asked to participate.

This is a non-attribution workshop.

We agree that we can disagree, and agree to come to a consensus.

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Review of the Initiative # 39



- Campaign Plan - Create/design, and plan a full life cycle Expanded Competitive Development Group (CDG) program that provides the following criteria;
 - Provide Diversity of experience
 - Provide Quality Leadership positions
 - Establish Credible Curriculum
 - Ensure Program is Non Washington D.C. centric
 - Produce CDG Graduate Leaders Capable of Assuming the Most Senior Army Acquisition Leadership Positions seamlessly

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Background/History – Competitive Development Group (CDG) Program

The CDG Program originated in 1997 as a means to promote interest in and develop civilian program managers able to compete with and supplement military program management staffs.

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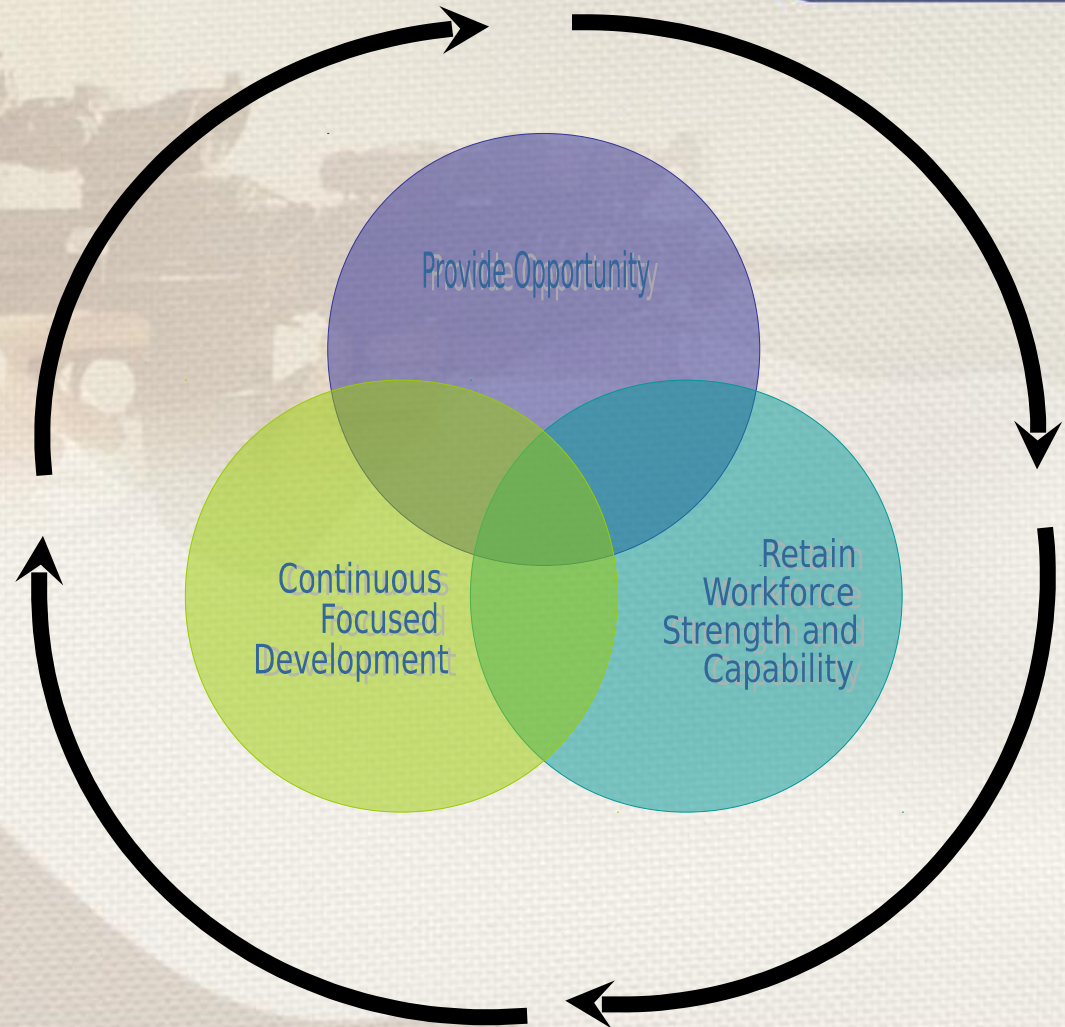
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Concept and Action
Plans

Strategic Vision – A
continuous interwoven
process – not an event

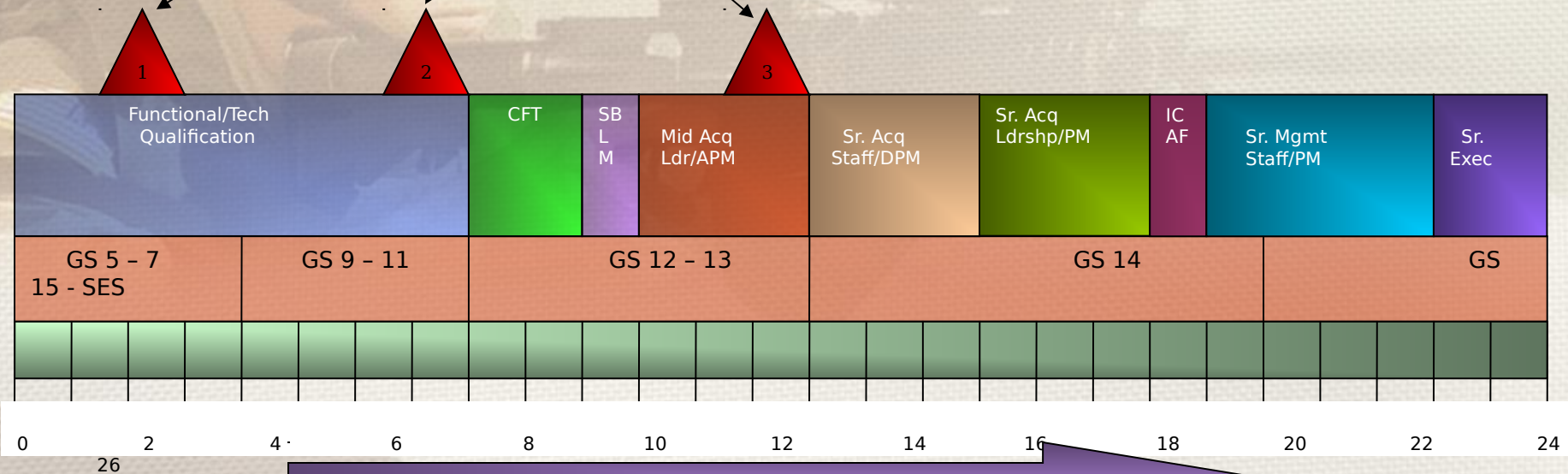


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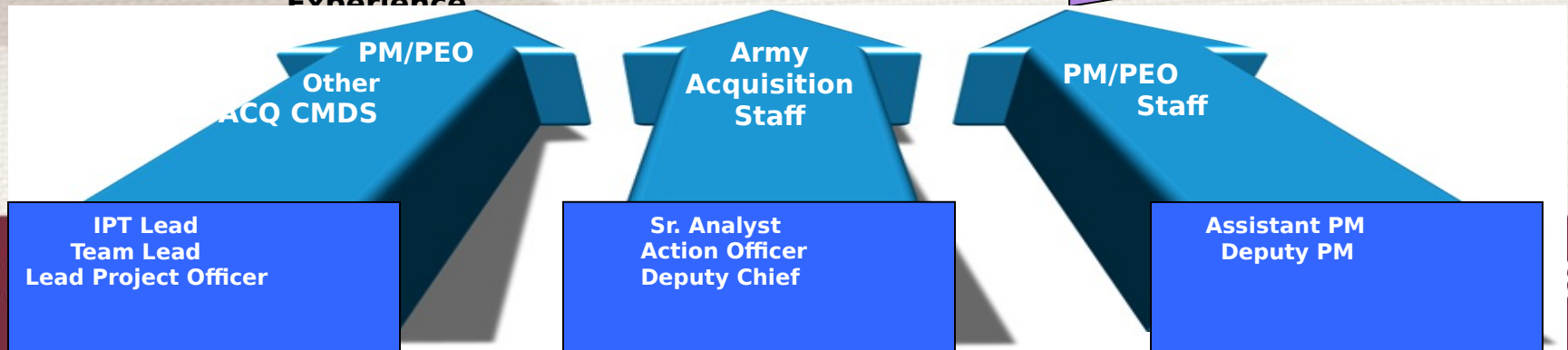
Operational Planning

Certification Milestone



Continuous Acquisition

Experience



An Integrated Model



Military	Civilian
597	8,695
694	26,025
515	11,171
1,806	45,891
Total Workforce* 47,697	

Civilian Turnover**	
High Grades	7.5%
Overall	8.4%

**Based on 5 years data
In WASS database

MAJs / GS-12/13

**CPTs / GS-11
& Below**

Building Leadership Skills

Apply acquired leadership/functional competencies in key leadership positions
Strategic Leadership
LTCs / GS-14 & Above

Build cross-functional/leadership competencies through follow-on education, training and experience
Broadening Experience

Gain functional expertise in a primary Acquisition Career Field and initiate meeting AAC membership requirements

Strong Technical Foundation

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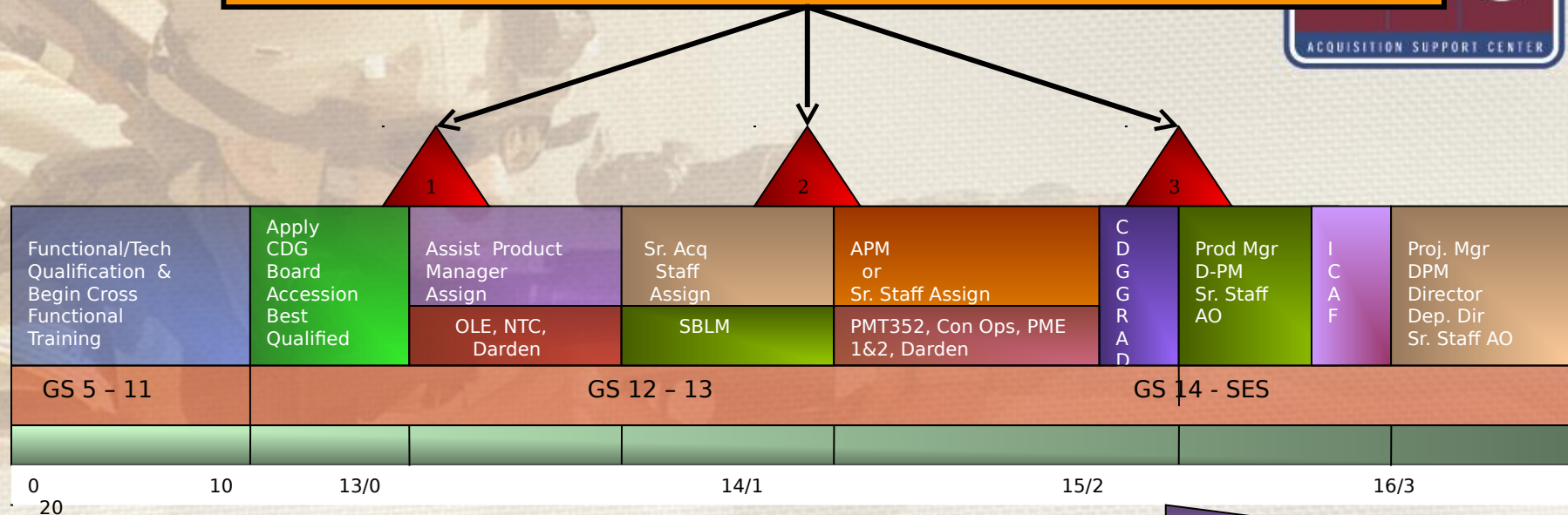
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*As of July 04

CDG Leadership Experience & Executive Training Milestones

C

ACQUISITION SUPPORT CENTER



Continuous Acquisition Experience

Goal #1 - Provide Opportunity

Goal #2 - Ensure Continuous and Focused Development

Goal #3 - Retain Workforce Strength and Capability

**Cross Functional Leadership Experience & Executive Training:
Strong Performance in Focused Acquisition Leadership & Senior Staff Positions**

Review of the Initiative

Progress to Date -



Task #/Title	Description	Support Required	Suspense	Date Complete	Comments
1. Survey	Targeted PMs and GS-12 and 13 candidate pool; designed to determine waning support and application for CDG Program.	SAIC current providing analysis of survey results	Sep 04		Currently working
2. Marketing and Outreach "Roadshow"	Based on preliminary results of the survey, it was determined that an aggressive marketing and outreach initiative is required in order to educate and inform potential CDG candidates of the merits of the Program with the intent of generating interest in the Program. Initial results show a 72% increase in number of applicants as a direct result of this initiative.	Add'l TDY funding, support scheduling. Facilities were provided by Regional Directors. Strategic Communications provide advertising in various venues and pre-board announcement to all corps eligible and AAC members at the GS-12/13 levels.	90 days before board announcement release	May 04	Annual event
3. Extend Board Announcement from 60 to 90 Days	To allow maximum preparation time and assistance from Regional Directors, ACMs and HRC to potential applicants.	Regional Directors, ACMs, HRC.	Jun 04	Jun 04	

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Task #/Title	Description	Support Required	Suspense	Date Complete	Comments
4. Two-Phase Selection Process	Addition of a board interview phase following the traditional board selection (package review only). Measure to ensure and validate the quality of applicants, communication skills, problem-solving abilities, and career goals and objectives.	Board members must now convene twice; HRC coordination.	Phase I - 16 Jul 04 Pilot Phase II - 26 Aug 04	Phase I - selectees contacted 19 Jul 04	Success of this initiative in determining the quality of the candidates selected will be borne out in PM selection rates or placement into sr. leadership positions. Several years req'd to determine effectiveness .
5. Leadership Focus/Dual Track	Expanded Program to include Sr. Acquisition Staff development as well as Program Management as a means of shifting focus from strictly PM to Acquisition Leadership. Secondary expectation is that this move will increase interest and number of applicants.	ASAALT and PEO Staff and PM developmental assignment positions.	Pilot initiated for incoming YG05	w/ selection of YG05 in Aug 04	Several years req'd to determine effectiveness .

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Task #/Title	Description	Support Required	Suspense	Date Complete	Comments
7. Mandatory Rotation Schedule	Instituted mandatory APM developmental assignment for first rotation, senior staff assignment for second rotation. Third rotation dependent on track selected (APM for PM track, staff for senior staff track). This initiative intended to round out candidate experience in preparation for competitive board application.	HRC, PEO, ASAALT	Pilot initiated for incoming YG05	w/ selection of YG05 in Aug 04	Several years req'd to determine effectiveness . Database population of available positions on-going.
8. Mandatory Training	Includes SBLM, OLE, PMEII&II, PMT352, Darden Executive Education. This training is designed to provide the right mix of education, training and experience (see #7) to ensure that the CDG graduate is highly competitive with their military counterpart as well as other competitive civilian candidates for senior staff positions.	HRC, RM, PEO and Staff Sr. Leadership	Pilot partially initiated for incoming YG05 (SBLM, PMT352 and Darden approved).	w/ selection of YG05 in Aug 04	Req't for OLE and PMEII&II pending discussion and approval.
9. Tracking Metrix	Means of accumulating and evaluating data relevant to the CDG Program for the purposes of assessing return on investment and Program improvement.	ASC, HRC, Regional Directors, ALTSS	Begun w/ surveys	On-going	Analysis in progress

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Review of the Initiative

Initiatives That May Require DACM Approval



Task #/Title	Description	Support Required	Suspense	Date Complete	Comments
6. Regional-Based vs. Washington-Centric	Regionalize senior PEO staff positions at key program locations in lieu of mandatory 179 day TDY to Washington for senior staff rotation. This initiative should also serve to increase applicants.	PEO Staff and leadership, RM	TBD	TBD	Open for discussion and approval. Could save Program as much as \$200-300k annually.
10. Career Path Following Graduation	Provides the graduate with a clear vision of the next step in the leadership life cycle. Includes education (executive level), training (ie. ICAF, sr. executive training), and experience (DPM, PM, Directors, etc.). Program manager will continue to provide advice and mentorship.	G-1, SAWMO, ASC Force Structure Div., HRC	Open for discussion.	TBD	Pending discussion and approval.

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Task #/Title	Description	Support Required	Suspense	Date Complete	Comments
11. Central-Management of Positions After Graduation	One means of addressing the lagging development of leadership at the field level that has led to SAW initiatives for central management of leadership positions in the grades GS-12 thru 15 or equivalent. Once CDG life cycle initiatives are in place, a leadership life cycle model is created, and a leadership ethos is created, then the acquisition community needs to look to central management of positions in order to maintain the life cycle at the senior levels.	AAE, DACM, DDACM, G-1 SAWMO, HRC	Future discussion	TBD	Close coordination w/ SAWMO to maintain continuity and avoid redundancy
12. Return Rights for Graduates	Only pertains to CDG graduates who are not promoted during the Program, as a fourth alternative (after declination of 3 offered lateral positions) before removal from Gov't service.	CPAC, ASC, HRC	Future discussion	TBD	Takes individuals off ASC roles.

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Task #/Title	Description	Support Required	Suspense	Date Complete	Comments
13. CDG Newsletter	Means of developing community spirit within the Program, sharing ideas, accomplishments, new information, and maintaining connection among graduates during and after the Program.	ASC, Strat Comm, Regional Directors, CDGs	Template complete Oct 04; first issue release Dec 04	TBD	Development in-process w/ Strat Comm
14. Mentoring	Provides format and opportunity for CDGs to "give back" and positively reinforce the values of the Program in order to proliferate among the entire acquisition workforce.	CDGs, ASC, ASAALT, PEO	To be initiated w/ YG05	w/ graduation of YG05	Policy to be developed
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14. Mentoring	Provides format and opportunity for CDGs to "give back" and positively reinforce the values of the Program in order to proliferate among the entire acquisition workforce.	CDGs, ASC, ASAALT, PEO	To be initiated w/ YG05	w/ graduation of YG05	Policy to be developed

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Review of the Initiative

Additional Initiatives Worksheet



Task #/Title	Description	Support Required	Suspense	Date Complete	Comments

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Issues:

Recommendations:

Strategy/Resource Plan:

Timeline/Deliverables:

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Final Review of the Initiative



Summary and Review of Workshop – *What did we accomplish?*

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Questions

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Administrative Slides

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Note Takers

During the workshop there will be a lot conversation and discussion. One of the most important things for the note taker is to be able to follow and take down thoughts, suggestions, questions and answers.

There will be writing boards with notes that at the end of the workshop the note taker can write out in the order in which the workshop decides on at the end. There will also be time after the workshop for the facilitator, assist, and note taker to sit down and review and go over questions, if there are any.

Assistants

The assist plays an important role with the initiative work outside of the conference, and will have responsibilities at the workshop. The assist is the official back-up to the lead. This means that in the event should the lead need to leave, the assist should be able to pick up where the lead left off.

There will be large writing boards that each workshop will have to take down notes, ideas, and questions. The assist will help the lead in taking these down, and then with the workshop members they can determine how to prioritize. This will also help the note taker.

Facilitator

“A facilitator is an individual whose job is to help to manage a process of information exchange. While an expert’s role is to offer advice, particularly about the content of a discussion, the facilitator's role is to help with HOW the discussion is proceeding. In short, the facilitator's responsibility is to address the journey, rather than the destination,”

2004 Acquisition Senior Leaders' Conference (How to Facilitate)

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Facilitating Discussion

Tips:

- **Manage disagreements:** It has been said that "whatever resists will persist." Facilitators must be adept at recognizing tension building in the group, and respond to it immediately. Among the most useful strategies is to repeat the ground rules established by the group, including a reminder that criticism should pertain to ideas not to people. In addition, facilitators should not permit any disrespect or insults and should clarify misinformation. It is important that negative behavior be handled immediately so that participants do not get the impression that the behavior is condoned by the facilitator.

Facilitating Discussion

- **Be mindful of power, and who has it:** All groups have opinion leaders or people who most others look up to. Often, these opinion leaders will set the tone for a discussion, thereby limiting active involvement of the more reserved members. Identify who these opinion leaders are and if it appears as though their power and authority is dominating the discussion, ask them, politely, to entertain other opinions.

Facilitating Discussion

- **Build in diversity:** In order to appropriately handle diversity issues in reflection sessions, facilitators must begin by recognizing their own attitudes, stereotypes, and expectations and must open their minds to understanding the limits these prejudices place on their perspective.

The facilitator will be the example to which the group looks, and should therefore model the values of multiculturalism. It is important that diversity be integrated throughout the reflection programming, rather than compartmentalized into special multicultural segments.

Facilitating Discussion

§ **Ask open-ended questions**

For instance, "We seem to be having trouble resolving the matter. What do you think we should do?"

§ **Summarize what others say**

For instance, you might begin, "It seems we agree that . . . "

§ **Inject humor**

There a few better ways of overcoming cranky, niggling or petty behavior.

Facilitating Discussion

- Know the group
- Keep the group on track
- Don't avoid topics
- Reflect responsibility back on group
- Be prepared for disagreements
- Encourage challenging issues

Change Leadership Team Representative

It is important for the CLT rep to be in the workshop so that he/she can stay informed of the discussion concerning the initiative, and so that he/she can prepare for the briefing to LTG Yakovac the next day. After the workshop there will be time for the facilitator, assist, and note taker to meet and consolidate the information gathered from the workshop. The facilitator will then pass the information off to you for you to take back to your team so that you can brief LTG Yakovac the next day.